This is the facility specific implementation strategy for Angel Medical Center, Inc. and addresses the community health needs identified through a collaborative community health needs assessment (CHNA) process conducted with our local and regional partners in western North Carolina. This document outlines plans for Angel Medical Center to support specific community benefit efforts as part of the larger community-wide plan.

**OUR COMMUNITY AND KEY PARTNERS**

**Angel Medical Center**
Angel Medical Center (AMC), located at 120 Riverview Street in Franklin, NC, was established in 1923. The organization is a critical access 25 bed, full-service acute care hospital which offers comprehensive diagnostic, interventional, therapeutic and emergency services for Macon County as well as surrounding communities. Specific services provided by AMC include 24-hour emergency care, obstetric services, medical, surgical, intensive care and monitoring, Urgent Care, and Home Health & Hospice. Angel Medical Center employs approximately 470 people which includes 18 physicians, and has approximately 160 volunteers.
Community Health Needs Assessment

Process and Product
The community health needs assessment (CHNA) was conducted as a partnership between the Macon County Health Department, Highlands-Cashiers Hospital and Angel Medical Center. This written report describes:

- The community served by the hospital
- Community demographics
- Existing health resources in the community available to respond to needs
- How data was collected in the assessment process
- The priority health needs of the community
- Health needs and issues of uninsured, low-income, and minority groups
- The process for identifying and prioritizing community needs and services to meet the needs
- The process for consulting with persons representing the community's interests

Sharing of Results
Detailed findings for our assessment will be posted on the Angel Medical Center website and the Macon County Public Health Department website in the Summer of 2013. The CHNA will be presented to the Angel Medical Center Board of Trustees on or about July 24, 2013 for discussion and approval. Documentation of this board approval will be available in the Angel Medical Center Board of Trustees minutes from the date approved by the board.

Regional Partnership
Angel Medical Center's collaborative community health improvement effort is also supported by a larger partnership with other hospital facilities and health department partners across a sixteen county region in western North Carolina to improve community health: WNC Healthy Impact. More information about this innovative regional collaboration, county-wide community health assessments, and overall regional findings, are made widely available to the public at www.WNCHealthyImpact.com.

WNCHEALTHYIMPACT
**Priority Health Needs & How They Were Established**

**Prioritization Process**

A previous historical organization of the Macon County Public Health Department with Angel Medical Center, Highlands-Cashiers Hospital, WestCare Health System, Macon County Schools, local churches, law enforcement and other community organizations was established as Healthy Carolinians of Macon County. This award-winning collaboration was leveraged as the group to review and prioritize findings from the Community Health Needs Assessment.

As part of the collaborative health assessment process in our community, specific health needs were prioritized based on the data that was collected, community input, and various factors related to feasibility of addressing the need. In North Carolina, community-level prioritization is a required part of the community health (needs) assessment process.

**Priority Health Needs for Our Community**

**Macon County**

In the Macon County local priority setting process described above, the following health issues were prioritized for collective community-wide action.

1. Reduce the incidence of preventable chronic diseases related to obesity, particularly diabetes and heart disease.
2. Promote recruitment and retention of additional primary care physicians and dental practitioners serving Macon County residents.
3. Reduce the incidence and mortality rates of breast, colon, and lung cancer through prevention and early intervention efforts.

**How This Implementation Strategy Was Developed**

**Engagement in a Community-Wide Plan**

As a next step following the development of a community health needs assessment (CHNA), which includes prioritization of health needs, Angel Medical Center collaborated with the Macon County Public Health Department and other key community stakeholders to develop a written description of the activities that the hospital facilities, public health agencies, and other local organizations plan to undertake collectively to address specific health needs in our community. This collaborative action planning process resulted in the development of a community health improvement plan (CHIP) for our hospital facility's defined community, which is Macon County.
IMPLEMENTATION STRATEGY DETAILS

Priority Health Issue #1: Reduce the incidence of preventable chronic disease associated specifically with Obesity

Description of Community Need
High incidence of chronic diseases such as diabetes, hypertension and heart disease in the hospital's service area are associated with obesity. The CHNA results indicate that 70% of respondents were overweight or obese; 33% were in the obese category.

Vision of Community-Wide Impact
The goal of the implementation of the plan to address obesity in the hospital's service area is to reduce the incidence of obesity by at one-third (based on self-reported data), to no more than 25% of the population.

Partner Agencies and Roles
Partnering Agencies on this strategy include Macon County Public Health Department, Highlands-Cashier Hospital, Macon County Schools, local employers and Angel Medical Center (AMC). The supporting role in Macon County and around the region for the formal Lighten Up 4 Life program has been Mission Health. The Lighten Up 4 Life program has been locally deployed with AMC as the primary and ongoing sponsor. Various employers including AMC have embraced employee health and wellness initiatives.

Related Hospital Strategy

1. The hospital's community education and outreach efforts in this area include the deployment of community-wide Lighten Up 4 Life (LU4L). This program, is available to all members of the community for no cost to any willing participants. The LU4L web-based format makes it universally accessible to many members of the community.

2. A collaboration between AMC and the Macon County Public Health Department, “Ladies Night Out” is focused on prevention, including weight management, heart disease, stroke, diabetes and other chronic conditions associated with diabetes. Approximately fifty percent (50%) of the educational offerings through this program have been focused on prevention and management of these diseases.

3. Employer Health and Wellness Management is a service being developed for general deployment throughout the community. The key components of these programs are goal-oriented physical activity, nutrition education and partnering with fitness centers for employee engagement at discounted rates. Interim measurement through annual Health Risk Assessment will be strongly encouraged as a component of these programs.
Priority Health Issue #2: Recruitment and retention of Primary Care and Dental Practitioners

Description of Community Need
There is an acute shortage of primary care practitioners and dental providers in the community served by Angel Medical Center. Of particular concern is a need for those practitioners accepting all patients without regard to source of payment.

Vision of Community-wide Impact
Demonstrate a net gain of four primary care practitioners, considering both additions and losses to the number current primary care providers (PCPs). PCPs are defined as family practice, office-based internal medicine, OB-Gyn, pediatrics and advanced practitioners providing primary care. Result should improve access to PCP's and increase the occurrence of routine preventative care provided by a PCP in the community.

Partner Agencies and Roles
Angel Medical Center partners with Mission Health for general physician recruitment and retention. As it relates to OB care, AMC also partners with the Macon County Public Health Department and Mountain Area Health Education Center OB specialty physicians. AMC also is committed to provide primary care to all citizens without regard to source of payment, including access through its Urgent Care Center and other primary care practices.

Related Hospital Strategy

4. AMC has an aggressive medical staff development plan including an intensive focus on primary care practitioner recruitment and retention. The recruitment plan includes the services of our regional partner, Mission Health both in plan development and execution.

5. Long term development of the interest among future Primary Practitioners is being cultivated through student outreach programs. Beginning as early as high school with our Health Occupation Student Association (HOSA) and continuing with future undergraduate and medical student rotations through the hospital, the organization is cultivating a "pipeline" approach to the student experience and recruitment process.

6. An emphasis is being deployed for improved relationships between all practitioners. Specific curricula include a "Communications in Healthcare" course for existing physicians and advanced practitioners, designed to improve routine interaction and professional support. AMC will be offering this training in an effort to improve retention and community quality of practice for all providers.
Priority Health Issue #3: Reduction of incidence and mortality rates of Cancer

Description of Community Need
The current incidence of breast, colon and lung cancer is high, and the community need is for awareness, screening and preventative measures to be further developed to reduce this incidence rate.

Vision of Community-wide Impact
The community awareness and emphasis on prevention of these types of cancers and others will be enhanced through continuous education, screenings and community events. Our community’s specific goal is zero deaths from breast cancer in the service area by 2015.

Partner Agencies and Roles
The Macon County Public Health Department and Angel Medical Center partner for community education and outreach for better awareness and prevention efforts in the treatment of cancer. We also work very closely with Cancer Care of Western North Carolina. In the future we anticipate a closer working relationship with the American Cancer Society for more community awareness and education through events like Relay for Life.

Related Hospital Strategy

7. The joint program of AMC and the Macon County Public Health Department, “Ladies Night Out” is focused on prevention, including various forms of cancer and chronic diseases. Approximately fifty percent (50%) of the educational offerings through this program have been focused on prevention and management of cancer. Breast cancer in particular has been one of the primary themes of the program since inception. The program also raises community awareness and giving to the AMC Gap Fund, a program specifically designed to provide funding for uninsured or indigent patients’ mammograms and other cancer screening.

8. Angel Medical Center has provided and continues to offer various health fairs, often with a focus on cancer screening. Tobacco use cessation programs, education and awareness are also frequently a theme of these public health fairs. Skin cancer screenings, prostate cancer screenings and an annual Fecal Occult Blood Test (FOBT) screening are also offered to the general public by AMC.

9. Employer-based health and wellness management programs are being developed by Angel Medical Center. These services will bring greater awareness and emphasis to those members of employer-sponsored health benefit plans and all those employed by participating employers of cancer screening and prevention opportunities. Personal health risk assessments, key health diagnostic tests and claims data will all be used to help determine and manage individuals’ cancer risk under these health management programs.
\textbf{NEXT STEPS}

As part of the community health improvement process, Angel Medical Center will continue to work with community partners in the implementation of our community health improvement plan (CHIP) based on the hospital strategies outlined in this document. The CHIP will be reviewed annually in a collaborative manner with our community partners. We will specifically seek input and approval by the AMC Board of Trustees and assess progress on key community indicators. Updates will be made publically available in a county-wide State of the County Health Report (SOTCH Report). The next community health needs assessment (CHNA) will be conducted in 2015.

\textbf{APPROVAL}

Review and approval of the Angel Medical Center Implementation Strategy will be conducted by the appropriate Board of Trustees committee(s), and forwarded for formal approval by the Full Board of Trustees. This approval will occur as updates are provided and modifications to the plan occur no less than once per year during the Board’s annual planning cycle. Typically this planning process is concluded just prior to the end of the AMC fiscal year on September 30, 2013.

This Implementation Strategy was prepared for the July 24, 2013 Angel Medical Center Governing Board meeting, and is approved as signed below by the Board Chairperson and Hospital CEO.

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Jan Unger, Chairman Angel Medical Center Board of Trustees \\
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James Gross, President and CEO, Angel Medical Center \\
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